

# Sustainability Report

**Summary version**

2023/24 and 2024/25  
crop years



# Presentation

This is a summarized version of the Lins Agroindustrial Sustainability Report relating to the 2023/24 and 2024/25 crop years. The following pages summarize the company's practices, results and commitments in the environmental, social, and governance (ESG) spheres, as guided by its material topics regarding sustainability.

Moving forward responsibly is what drives Lins Agroindustrial. We produce energy from the land and we know that the future of our business depends upon the preservation of our natural resources and the strengthening of our communities.




Click [HERE](#) to read the full version of our [2023/24 and 2024/25 Sustainability Report](#).



**“Innovation, ethics, and sustainability are the pillars that guide our choices. In recent cycles, we have grown efficiently, increased the number of certifications we hold, reduced emissions, and reinforced our social commitments. This report shows how we combine economic results with responsibility and a vision of the future.”**

**Lourenço Biagi,**  
Partner and President

## Material topics

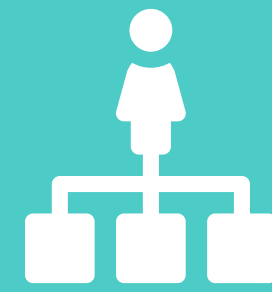
Category	Material topics	Related SDGs
Environmental	Climate change	 
	Water and Wastewater Management	 
	Biodiversity, ecosystems and land use	
Social	Attraction, development and retention of employees	
	Operational safety and preparation for emergencies	 
	Community relations and local development	 
Governance	Innovation, technology, and good agricultural practices	 
	Ethics, integrity and compliance	
	Privacy and data security	
	Supply chain management	

Rodrigo Barbosa  
Nogueira  
Agricultural  
Operations Supervisor

# The year's highlights



Record harvest  
**4.68 million more**  
tons of sugarcane milled in  
the 2024/25 harvest year



**25% more**  
hires of women in 2024/25, compared  
to the previous harvest year



Reduction of  
**19.3% in emissions**  
of Scope 1 and Scope 2 GHG emissions  
(GHG) per ton of sugarcane processed,  
compared to the 2021 base year



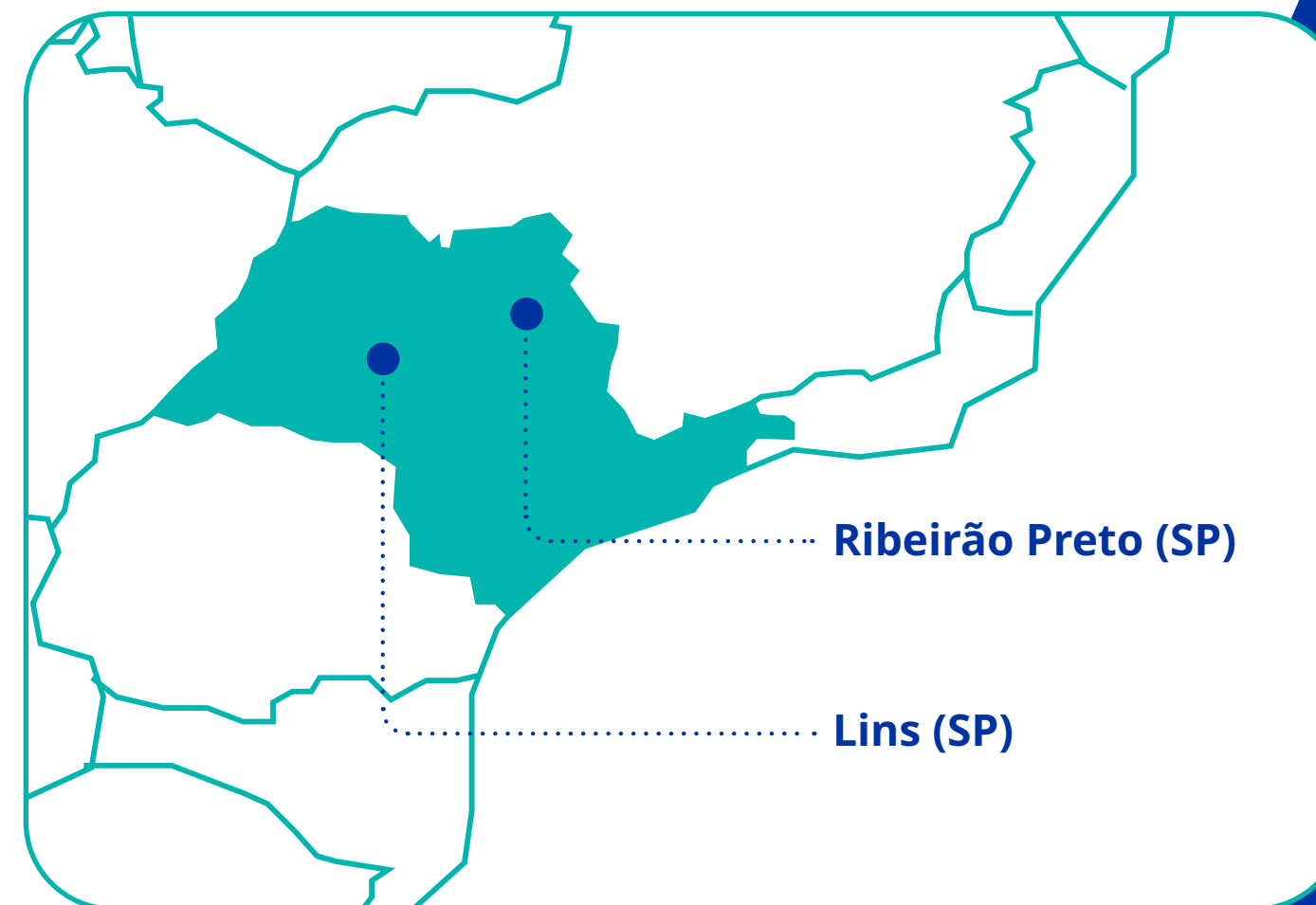
**81.3%** higher net income in the  
**2024/25 harvest year**  
23/24 net income - BRL 82,074  
24/25 net income - BRL 148,772



# About us

Lins Agroindustrial is a company operating in the sugarcane-based bioenergy sector which has constantly been expanding, allying experience, innovation, and commitment to a sustainable future. With an industrial unit located in Lins (SP) and an administrative office in Ribeirão Preto (SP), we began our operations in 2007, with roots stretching back to our founding in upstate São Paulo, in 1899, by the Biagi family, establishing a legacy of hard work, dedication and respect for the land.

We currently have operations located in 11 São Paulo municipalities, managing around 74,000 hectares, with 90% of the sugarcane arising from our own crops or those of our partners. We provide the domestic and international markets with white crystal sugar and raw sugar, hydrous and anhydrous ethanol, inactive yeast, biomass, grains, and decarbonization credits (CBIOs). We have around 2,700 employees and we are continually investing in training, inclusion, well-being, and community integration.



## New identity, same essence: evolution with a purpose

In 2025, we began a new chapter in our story, with the launch of a new institutional identity. The change is far from superficial: it reflects a moment of evolution, the maturing of the company, and an alignment with our strategic commitments.

Usina Lins is now  
**Lins Agroindustrial**



# Our products



Sugar  
6.5 million  
sacks/year



Biomass  
200,000  
tons sold



Ethanol  
215 million  
liters/year



CBIOs  
via RenovaBio



Inactive dry yeast  
30 tons/day



Grains  
soybean and corn

## Certifications

Lins Agroindustrial holds Brazilian and international certifications that recognize its excellence, socio-environmental responsibility, and commitment to sustainability, quality and transparency. Some of them are of special note:



(Renewable Fuel  
Standard - United  
States' Environmental  
Protection Agency)

Efficient production  
of biofuels and  
decarbonization credits  
(CBIOs)



(International Sustainability  
and Carbon Certification  
system for the Carbon  
Offsetting and Reduction  
Scheme for International  
Aviation)



(Food Safety System  
Certification)



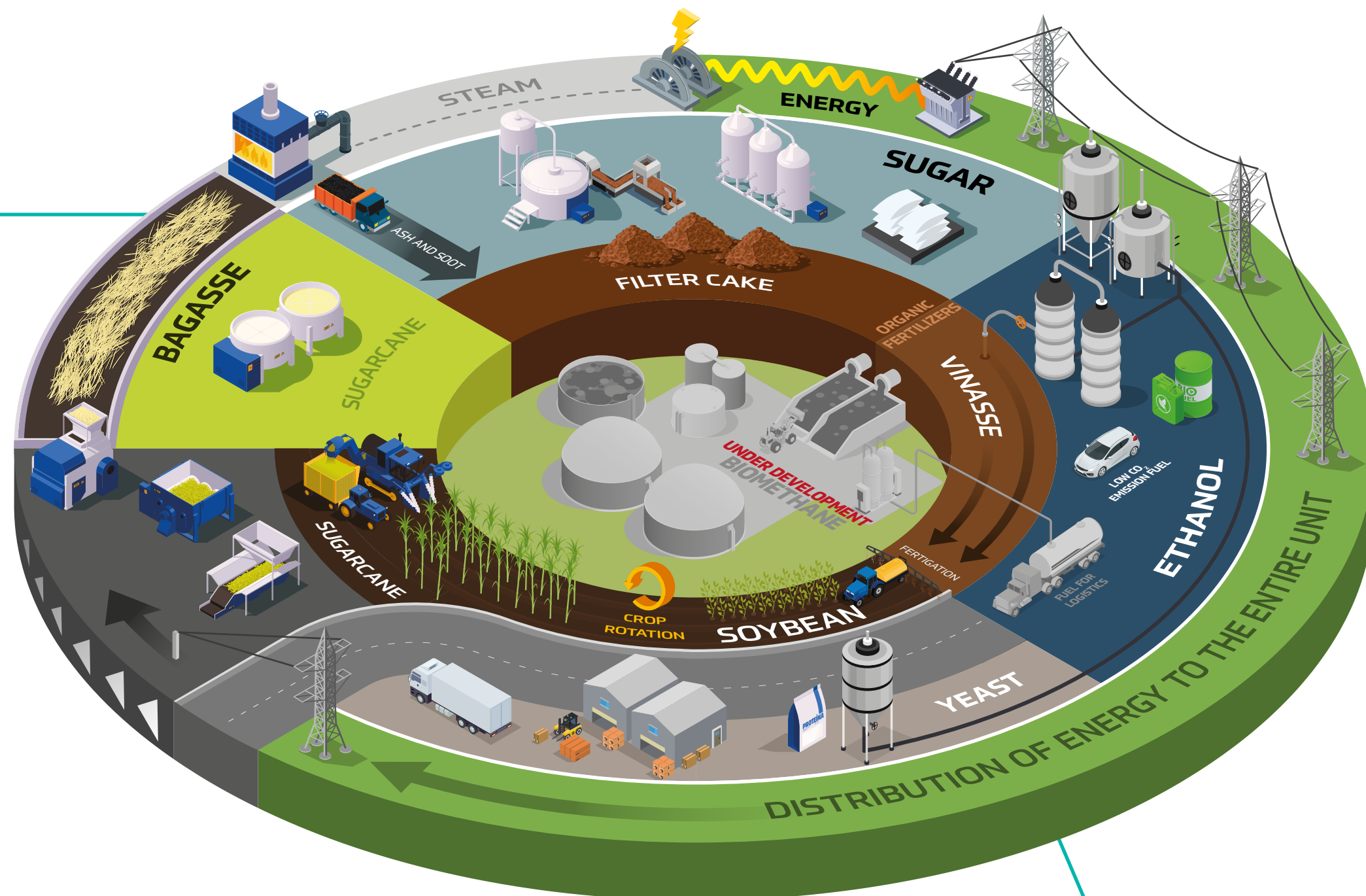
(Good Manufacturing  
Practices + Animal Feed  
Safety Assessment)



(Low Carbon Fuel Standard  
- California Air Resources  
Board)

# From sugarcane to the future

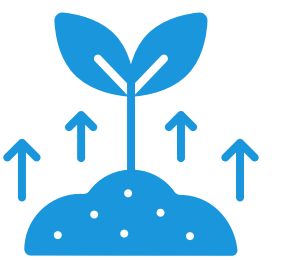
For Lins Agroindustrial, sugarcane is more than just a plant: it is the start of a cycle that is full of possibilities. With technology, care and respect for nature, we transform this potential into solutions for life. Each stage of this cycle is planned to create value, preserve the environment, and build a more sustainable future.



# Environmental responsibility

The company has made sustainability an integral element of its business, balancing economic results, environmental preservation, and social well-being. It has adopted preventive practices that promote biodiversity and support the rational use of natural resources. Its circular model recycles co-products such as vinasse, filter cake, ash, and sugarcane bagasse, which serve as fertilizers and generate renewable energy. The company works to mitigate its greenhouse gas (GHG) emissions through the use of organic fertilizers, reforestation, and operational efficiency.

Its journey thus far has been supported by strong commitments, including adherence to the São Paulo Agro-environmental Protocol since 2007. It has also been recognized in the form of certifications that confirm practices relating to soil and water conservation, the recovery of riverbank regions, waste recycling, firefighting, and the protection of biodiversity.



More than  
**80%**

of the area planted with ratoon cane (regrown sugarcane) receives some form of organic fertilizer, which contributes to ensuring that the soil stays healthy.



## Semear program

Launched in 2010, the *Semear* ("Seeding") Program is a Lins Agroindustrial initiative aimed at reforesting Permanent Preservation Areas (PPAs), with special attention being paid to riverbanks and sources located on the company's own properties as well as those of its partners and sugarcane suppliers. The project has already planted more than 1.28 million saplings of native species on 755 hectares, covering 111 properties. The program is entirely free of charge for partners and suppliers, being financed by the company's resources. *Semear* contributes to the environmental regularization of the properties and to compliance with the Forest Code, whilst also supporting the conservation of water resources and biodiversity.

## Use of the land

An essential asset for Lins Agroindustrial, the land is treated as the basis for efficient and environmentally responsible farming. We combine the best that the land has to offer with the best that we can do. Below are some of the practices we have adopted:

### Organic fertilizers

Practices such as using industrial co-products as sources of organic matter and enhancing nutrient and water retention in the soil contribute to reducing greenhouse-gas (GHG) emissions by reducing the need for nitrogen-based mineral fertilizers.

### Precision farming

Automated systems monitor the soil, plants and climate, allowing for a more precise use of inputs, whilst also increasing productivity and reducing environmental impacts.



### Crop rotation

In 2024, the practice of crop rotation was implemented on 73% (8,629 hectares) of the farmed lands, thereby contributing to improving the chemical, physical and biological characteristics of the soil, and improving the natural balance of the productive environment.

### Imaging technology

The use of drones has ensured technical precision in soil conservation projects.

# Climate change

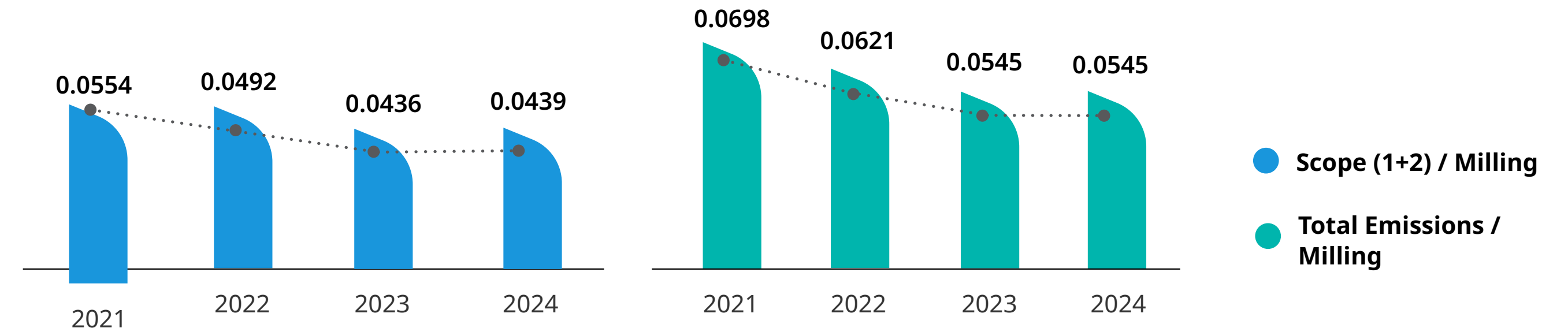
The sugarcane-based bioenergy sector is highly vulnerable to climate change, including its effects such as droughts, frosts, wildfires, and water scarcity. To mitigate risks, Lins Agroindustrial has adopted practices such as rescue irrigation (irrigation used to mitigate drought stress), better adapted crop varieties, climate monitoring, the use of satellite images, and contingency plans as a means of tackling wildfires.

The company also contributes to the energy transition process through its production of ethanol, expanded use of organic fertilizers, and investments in the renewal of its fleet with vehicles carrying more efficient equipment, aimed at reducing GHG emissions in scopes 1 and 2.

## Emissions

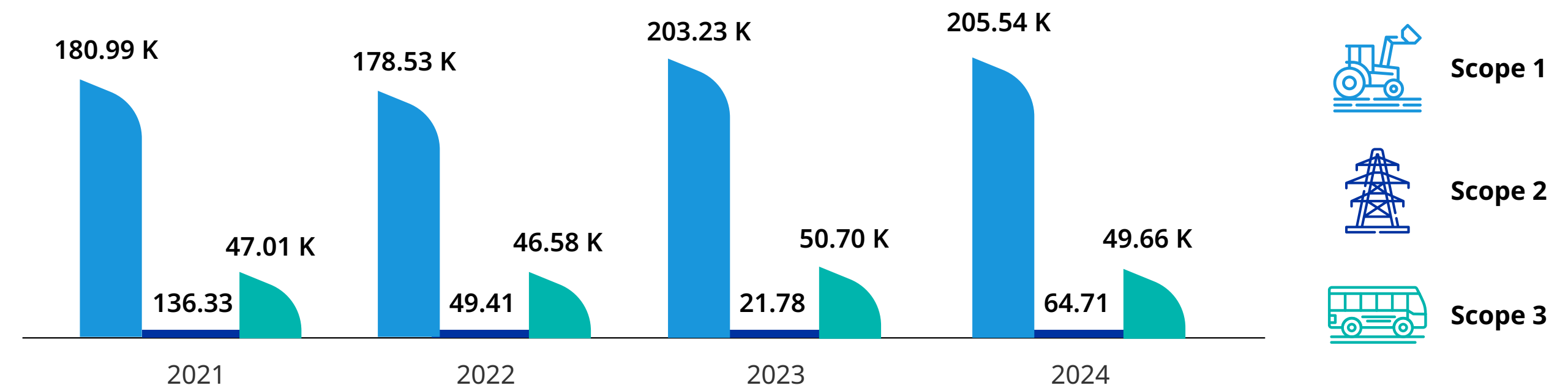
Lins Agroindustrial has consolidated its GHG emissions inventory, through the continual monitoring of its operations, meaning it is better able to guide its climate management. Amongst the principal initiatives have been a reduction in the use of mineral inputs, optimization of electricity consumption, and increased agricultural and industrial efficiency, resulting in gains in productivity.

### GHG emissions (tCO<sub>2</sub>e/t milled sugarcane)



Lins Agroindustrial uses the GHG emissions metric relating to scopes 1 and 2 per ton of milled sugarcane, since this indicator shows the intensity of the emissions in relation to its principal manufacturing activity.

### Total GHG emissions per scope (tCO<sub>2</sub>e)



The abbreviation "K" indicates one thousand units.

The GHG emissions inventory follows the guidelines of both the Brazilian GHG Protocol Program and the Paris Agreement, employing the methodology of the IPCC (2019), aligned with the ISO 14064-1 and 14067 norms.

Lins Agroindustrial has adopted an operational control approach to the calculation of its emissions.

The CO<sub>2</sub> emissions arising from biomass (biogenic emissions), in accordance with the adopted methodology, are excluded from the final accounting and reported separately.

## Irrigation

To be able to cope with fluctuations in the weather and periods of drought, Lins Agroindustrial has designed a sustainable irrigation plan, involving investments in technology and infrastructure. One of the advances achieved is the installation of central, automated pivots at the Agricultural Operations Center (COA), which has allowed for the operations to be controlled remotely and for the rational use of water. The target is to expand the deficit irrigation to 900 hectares in 2025, and to implement the system on 10,000 hectares in the long-term, as set forth in the company's irrigation master plan. The project aims to establish productive stability, climate resilience, and financial return within five years.

## Firefighting

Wildfires represent a serious risk to the sugarcane-based bioenergy sector, affecting business, safety, ecosystems, and the climate. To mitigate these risks, Lins Agroindustrial has adopted an integrated strategy composed of trained firefighters and surveillance systems involving cameras fitted with artificial intelligence, as well as participation in the *Plano de Auxílio Mútuo* (Mutual Support Plan / PAM), together with other power stations. These actions have resulted in a significant reduction in the flashpoints and 66% less areas being burned on the lands managed by the company.

## Fire Prevention and Fighting Structure

57  firefighters

10  spray tankers

4  tanker trucks  
carrying 30,000 liters

Camera systems  
fitted with artificial intelligence for monitoring

2  trucks

4x4 vehicles equipped with water tanks and pumps to provide means of swiftly tackling fires in hard-to-reach areas

2  motor graders  
to reinforce the firebreaks and contain the spread of wildfires

1  support aircraft  
are hired when needed, for use in emergency firefighting situations

## Prevention in focus

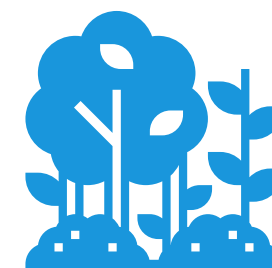
More than simply responding to emergencies, Lins Agroindustrial works to prevent them, with educational programs, operational controls, and partnerships. Training sessions, Safety Dialogs, and systematic inspections help to identify and eliminate risks. The *Juntos Prevenindo Incêndios* (Together Preventing Fires) campaign, now in its fourth year, has established itself as one of Lins Agroindustrial strategic pillars in prevention. With the support of more than 30 partner entities, the campaign mobilizes the community through educational initiatives (in the media, schools, and on highways), and training sessions, strengthening the culture of prevention and community awareness.

Lins Agroindustrial also has a rewards program, offering up to BRL 5,000 for anonymous reports providing proof of arson-related acts, thus strengthening the company's commitment to reducing the number of wildfires and protecting the environment.



# Water resources

Lins Agroindustrial's Water and Wastewater Management involves controlling the withdrawal, monitoring the quality, reusing part of the water in the industrial process, and using the surplus amounts in fertigation. The company also invests in the treatment of effluents, recovery of springs, and provision of support for permanent preservation areas. The targets include reforesting 60 hectares per year as a means of contributing to water recovery, and keeping water consumption to below 0.70m<sup>3</sup> per ton of sugarcane processed, with the initiative being monitored by indicators, audits, and internal committees.



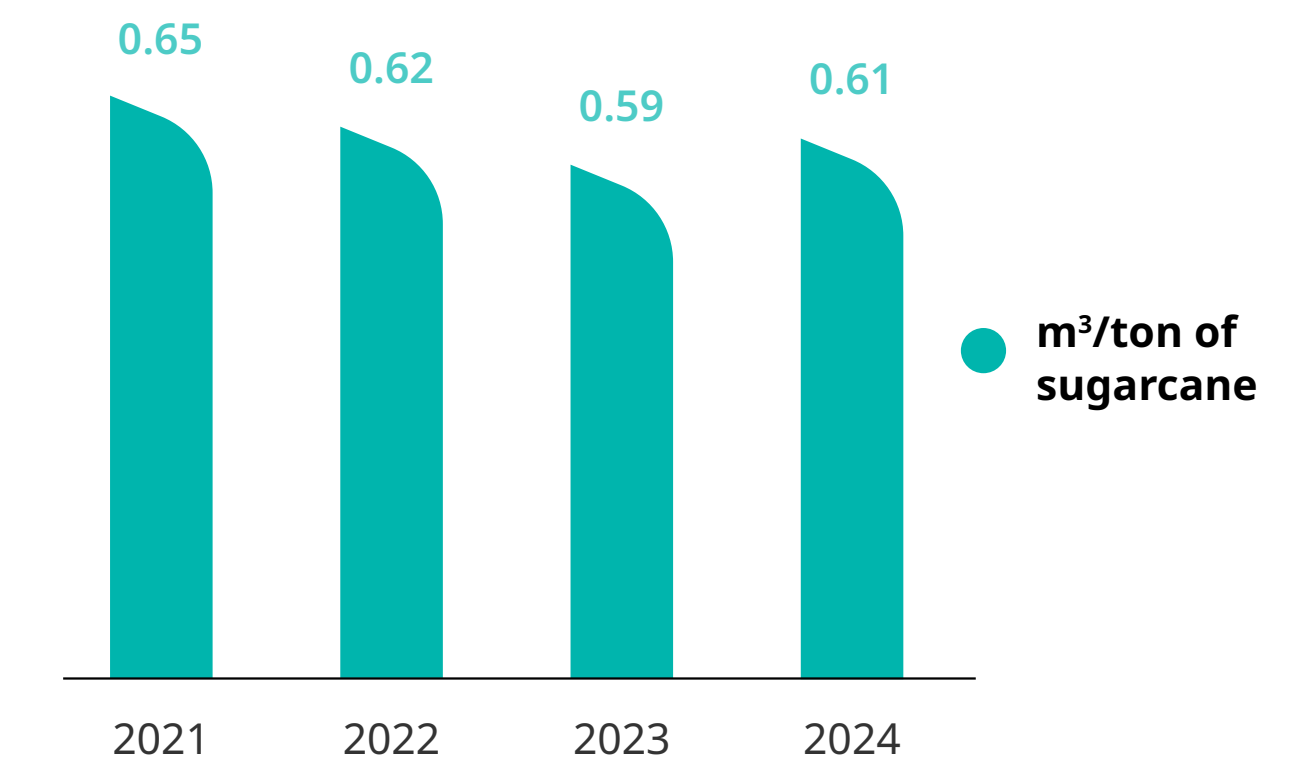
**60 hectares**

per year is the company's goal regarding the recovery of water and biodiversity

## Water withdrawal, use and discharge

The company withdraws water from surface (8%) and groundwater (2%) sources, all of which is performed in areas free from water stress. Some of the water is reused in the industrial processes, with the excess being treated and incorporated into the vinasse for use in the fertigation process, meaning none is discharged into bodies of water. The consumption and quality are constantly being monitored, in compliance with the officially granted volumes and currently applicable legislation. The company has adopted specific indicators to monitor consumption and effluents, reinforcing the control and transparency of its water management.

### Water consumption

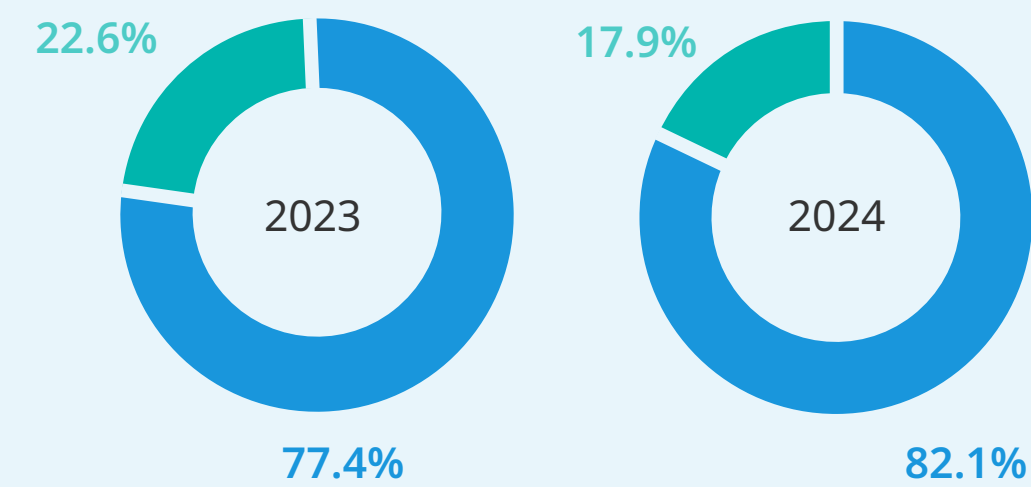


# Waste management

Lins Agroindustrial manages the waste generated throughout the production cycle, and has made constant progress in terms of recycling, reuse, and co-processing, reducing the disposal in landfills and reinforcing the circular economy. These practices mitigate environmental impacts and generate economic return, with the value gained from the reused materials surpassing the disposal costs.

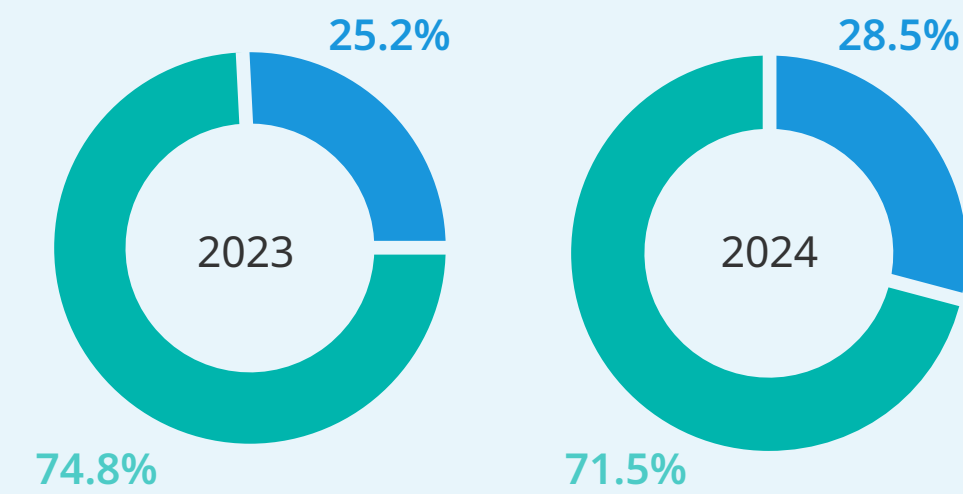


## Final Disposal



● Non-recyclable ● Recycling

## Paid x Received



● Amount received ● Amount paid

The recycled/reused waste is not sent for final disposal. And the non-recyclable waste is sent for final disposal.



## Recycling and the circular economy

We have adopted the circular economy model as a strategy for sustainability and the financial appreciation of co-products. In 2023, the company recycled, reused or co-processed 77.4% of its waste. The following year, this rate increased to 82.1%, reflecting the company's continuing evolution in environmental management. Furthermore, 100% of the co-products are reused on the plantations, recognized as they are for their high agronomic potential.



### Reuse of organic co-products

#### Bagasse

Used as a source of energy in the boilers, with the surplus being sold.

#### Vinasse

A byproduct of ethanol, rich in organic matter and potassium, vinasse is used in fertigation.

#### Filter cake

Used as a fertilizer when mixed with ash and soot.



#### Ash and soot

Resulting from the burning of bagasse, ash and soot are blended with filter cake for agricultural use.



#### Surplus yeast

Once it has been dried it is sent for use in the production of animal feed, since it is rich in protein.



#### Co-processing

Contaminated waste such as oil filters. PPE and cloths that have absorbed hazardous substances are treated through co-processing by specialist companies.



#### Recycling of different materials

Paper, plastics and cardboard are sent to recyclers. Used tires and lubricant oils are sold for reprocessing. Pesticide containers undergo a triple-rinsing process before being sent to licensed companies. Metals, batteries, electronic products, and timber are also sent for recycling.

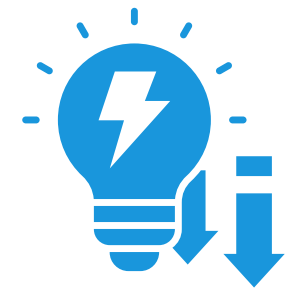


#### Re-refining

Used oils are reprocessed for reuse.

# Energy consumption

In 2024/25, Lins Agroindustrial reduced its energy consumption by 8%, bringing it down to 650,853.98 GJ. The sugarcane bagasse, the main internal source, powers the industrial plant, with the surplus generated being sold, thus reinforcing the circular economy certified by the Green Energy Seal. The modernization of equipment, with high-efficiency motors, frequency inverters, and LED light bulbs, has improved performance and reduced consumption peaks.



8% less  
energy consumption



# Employees

We ended the 2024/25 cycle with 2,656 employees (an increase of 3.5% when compared to the previous year), of which 2,440 were men and 216 women.

## The hiring and retention strategies are focused on:



**Competitive remuneration and benefits** including healthcare, pharmaceutical, and dental plans, food and transportation vouchers, sharing in targets and results, study scholarships, a well-being program, and a Christmas bonus;



**Training and development** to improve existing skills, acquire new ones, and open up opportunities for in-company growth;



**A healthy organizational climate,** with leaders who value people and guide their teams to achieve objectives.

## Development and training

Lins Agroindustrial believes that sustainable growth involves the appreciation and qualification of employees. As such, it invests in technical training, behavioral development, and qualification of its leaders, thereby contributing to their continual improvement and career opportunities.



### Universidade Corporativa

Opened in 2024, the *Universidade Corporativa* (Corporate University) offers online learning courses on topics such as human resources management, business support, and manufacturing processes, using multimedia content, and awarding graduation certificates.

### Trainee Program

The Trainee Program transforms young talents into professionals for technical or management positions in all areas of the company. Lasting two years, the program includes the development of technical and behavioral skills, integration between different departments, and project execution.

Felipe Corassa Moura Trainee



### Leadership development

For the last four years, we have been offering leadership development programs with theoretical and practical training sessions which strengthen collaboration, trust and teamwork. Initiatives such as the *Safra de Excelência* (industrial) and *Líder 4.0* (agricultural and automotive) programs include team-building activities, encouraging integration and leading to better results. The *Fórum da Liderança* (Leadership Forum) was created in 2024, bringing together the CEO, directors and managers to align strategy, values, and management skills. The gathering is set to take place annually, focusing on topics that expand the strategic vision and the assertive performance of the leaders.



## Harvesting Knowledge

Structured as a means of encompassing many different initiatives, this program is offered to both the employees and the community and includes actions focused on education, culture, and professional qualification, such as:

- study grants for technical and higher education courses
- training for operators and drivers
- obligatory training for security personnel and firefighters

### Library

Forming part of the *Espaço Inova UL*, the library, which is managed digitally via the Kisoul platform, is open to employees and their families, offering a collection of more than 450 titles. With more than 500 employees registered as library members, 1,400 books have already been borrowed. Recognized by *MasterCana 2024* awards, the library serves as inspiration for the Reading Incentive Campaign, which, in 2025, distributed kits containing books and school materials to the employees' children (aged between three and 17).

## Diversity and inclusion

We encourage diversity through transparent hiring, partnerships and educational campaigns, creating real conditions for inclusion. In 2024, the **Talento Feminino (Female Talent)** program, recognized by the *Master CanaSocial* awards, increased the presence of women in the agricultural operations, totaling 216 female employees through until March 2025. To ensure the success of this initiative, the company adapted the infrastructure and offered around 250 places on tractor operator courses, many of which were aimed at women without any previous experience.

Talento  
Feminino ♀



Andressa Hernandes Ruas  
Bagasse Machine Operator

## Remuneration and benefits

The company's remuneration policy is merit-based, involving transparent criteria and equal opportunities. The model combines a fixed salary, benefits, and variable remuneration tied to safety targets and indicators. The jobs and salaries plan, restructured in line with the Merrill Lott method, ensures internal balance and competitiveness. All the employees receive a salary that is higher than the living wage, guaranteed by collective bargaining agreements.

### Evaluation of performance and targets

Ever since 2022/23, all the Industrial and Administrative areas, as well as the leaders of the Agricultural area, have taken part in an annual evaluation that takes into consideration behavioral skills and fulfillment of targets. Those holding strategic positions receive 360° feedback (evaluation of themselves and by managers, peers, and subordinates). The results are entered into the 'nine box talent grid', as a means of guiding development and recognition.

## Safety at work

We are constantly investing to improve the safety of our operations. Protecting the physical and mental integrity of the employees is one of the founding principles that guide our practices, supported by a health and safety management system that is fully aligned with labor legislation, the ISO 45001 norm, and the applicable regulations.

In 2024, Lins Agroindustrial strengthened its preventive culture by means of the implementation of the **Basic Safety Conditions (BSC)**, and the expansion of tools such as the *Informe e Observar* (Inform and Observe) program, periodic inspections, and Weekly Safety Dialogs, thus reinforcing the identification and mitigation of risks.



## Work-related injuries GRI 403-9

	23/24		24/25	
	Employees	Workers who are not employees (contractors)	Employees	Workers who are not employees (contractors)
Number of hours worked	5,188,106.62	123,862.81	5,601,809.25	145,829.33
Base of number of hours worked (200,000 or 1,000,000)	1,000,000	1,000,000	1,000,000	1,000,000
Number of fatalities resulting from work-related injuries	-	0	1	-
Rate of fatalities resulting from work-related injuries	0	0	0.18	0
Number of work-related injuries with serious consequences (except fatalities)	1	0	2	0
Rate of work-related injuries with serious consequences (except fatalities)	0.19	0	0.36	0
Number of work-related injuries requiring communication (including fatalities)	53	1	47	0
Rate of work-related injuries requiring communication (including fatalities)	10.22	8.07	8.39	0

## Promotion of health

We ensure occupational health by means of periodic exams, medical appointments, and 24-hour support, and no work-related illnesses were registered in the 2023/24 and 2024/25 crop years. Amongst the advances made, special mention should go to the **Programa Bem-Estar (Well-being Program)**, which provides free online assistance in psychology, nutrition, and finance, and monitors its drivers through the Trimble system, which has been complemented by random toxicology exams since 2024. The company also conducts regular preventive actions, such as annual vaccinations against flu, health campaigns, educational talks, and an Internal Accident Prevention Week.



Leandro  
Avelino Costa  
Agricultural  
Cost Analyst

# Communities

Lins Agroindustrial has shown enormous commitment to the communities in which it operates. We have evolved whilst respecting people and the environment, prioritizing the creation of direct jobs and the continual training of professionals, whilst strengthening the local economy through partnerships with regional institutions. In 2024/25, the company invested BRL 3.175 million in social, cultural, and educational initiatives.



## *Usina do Bem*

This is a volunteer program that encourages employees to get involved with in-house campaigns involving the collection of sanitary towels, personal hygiene products, candy, school materials, reading kits, and warm clothing, for local institutions.



## *Braços Abertos*

The *Braços Abertos* (Open Arms) program organizes guided visits around the industrial unit and the agricultural operations, welcoming schools, families, the community, and local leaders, as a means of becoming more involved in the local community and improving transparency. In 2024, 664 people took part in the program. The aim is to welcome one thousand visitors in 2025.

## *Jovem Agricultor do Futuro and Jovem Aprendiz*

Lins Agroindustrial is constantly investing in the training of young people, in partnership with respected institutions such as Senar and Senai. Since 2017, the **Programa Jovem Agricultor do Futuro (Future Young Farmer Program)** has benefited more than 500 young people aged between 14 and 17, offering free training in agriculture, sustainability, and entrepreneurship, whilst also contributing to social development and strengthening the local economy.



### Cultural and sporting projects

The company supports social, cultural, and sporting projects aimed at children and adolescents, having benefited more than 2,700 young people through until the 2024/25 harvest year. The initiatives, which are made possible by tax initiative laws and developed in partnership with schools and local organizations, include activities such as futsal, ballet, judo, and urban dance. Programs such as **Co.Re.S**, **Show de Dança**, **Dojo Bacana Cinza**, **SuperAção**, **Versificar**, and the **Lins Symphony Orchestra** are offered during extra-curricular hours, and involve academic monitoring, with the aim of promoting citizenship, self-esteem, discipline, and cognitive, physical and social development.

### Professional qualification programs

Between 2023 and 2025, 2,067 registrations were received for technical courses providing training as machine operators, drivers, mechanics, and electricians, resulting in 289 people receiving training and 128 hires. Another highlight has been the program developed in partnership with Apae, focused on training people with disabilities.



# Suppliers

Lins Agroindustrial's management of its supply chain is founded on ethics, transparency, and socio-environmental responsibility, requiring adherence to its Code of Ethics. The company uses the Ariba platform to streamline hirings and centralize documentation, whilst the ratification process assesses legal compliance, certifications, technical performance, and punctuality. Critical suppliers are continually monitored for quality, safety, and tax and labor compliance. The **Programa Fornecedores de Excelência (Excellent Suppliers)** was created in 2024 to recognize the 10 best partners, based on the Supplier Quality Index (IQF).

## Sugarcane

The company ensures the traceability of 100% of the acquired sugarcane, certified by RenovaBio, and has 790 contracts operating with partners and suppliers. In order to support its sugarcane suppliers, the company has created the *Programa Desenvolver* (Development Program), which promotes good management and sustainability practices in the field, providing technical assistance, and focusing on productivity, socio-environmental compliance, and proper working conditions.



# Governance structure

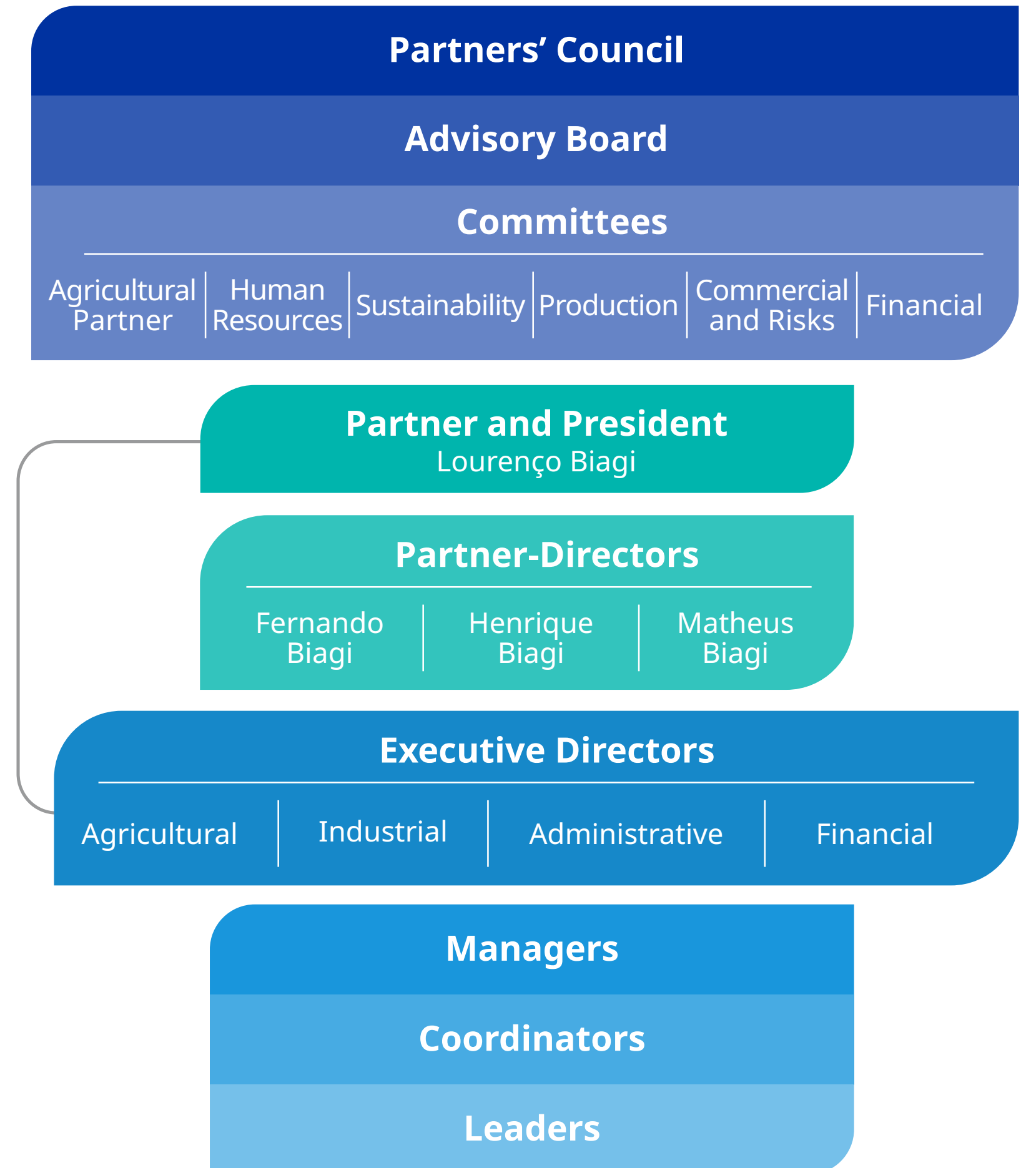
Lins Agroindustrial is continually improving its governance structure, consolidating an efficient structure which integrates strategy, society, and management. This model adopts strategic, tactical and operational bodies, with well-defined roles and a flow of decision-making that ensures greater transparency, integration, and effectiveness in conducting the business.

## Advisory committees

The advisory committees take a multidisciplinary approach to support the presidency on strategic topics. The sustainability strategy is guided by the CEO, with support from the Advisory Board, a specialist consulting firm, and benchmarking practices. The management of economic, social, and environmental impacts is led by executive directors, who implement the ESG principles into the operations and report the results. The different committees are:

- **Commercial and Market Risks** – Establishes strategies regarding commodities, the exchange rate, and prices.
- **Sustainability** – Handles matters regarding the ESG agenda, climate risks, and certifications.
- **Financial** – Decides upon important operations, as per internal policies.
- **Production** – Constantly monitors manufacturing and maintenance processes.
- **Human Resources** – Discusses topics relating to human development, the organizational climate, and human resources management.
- **Agricultural Partnership** – Establishes strategies designed to guarantee the crop area and transparency in the relations with partners and suppliers.

## Governing bodies





Priscila Bernardo  
Martins Sandes  
Human Resources  
Administration Analyst

# Ethics and integrity

Ethics is a non-negotiable value for the company. The commitment is incorporated into the mission and set forth in policies, training sessions and the daily conduct of the leaders. The culture of integrity is reinforced by the example set by the managers, who work as multipliers of ethical behavior.

## Code of Ethics

Lins Agroindustrial's conduct is guided by a Code of Ethics that directs employees, partners and service providers on how to act with integrity, thereby identifying and avoiding conflicts of interest, corruption, harassment, and discrimination. The document, which is accessible to all our stakeholders, reinforces values such as respect for each other, transparency, and socio-environmental responsibility. Application of the code is monitored by managers and the Ethics Committee, with support from a secure and confidential Whistleblower Channel, ensuring thorough investigation and disciplinary measures whenever necessary.

Click [HERE](#) to access our  
[Code of Ethics](#).



## Whistleblower Channel

Since March 2025, the channel has been managed by the independent company Contato Seguro, thus guaranteeing anonymity and impartiality. This approach strengthens the transparency of the process and encourages the communication of irregularities without fear of retaliation.

The accusations are received via a website, telephone number, app or WhatsApp. Once a complaint has been received, the Compliance department conducts an investigation together with the Ethics Committee and the managers involved.



### How to contact the channel:

[www.contatoseguro.com.br/pt/usinalins](http://www.contatoseguro.com.br/pt/usinalins)

**0800 881 3508** – operates 24/7

# Information security

Information security is an essential part of Lins Agroindustrial's governance and is aligned with the LGPD (Brazilian General Data Protection Law and the Code of Ethics. The company has implemented technical and administrative controls designed to guarantee the confidentiality, integrity and availability of data, including multifactor authentication, secure protocols, constant

monitoring, backups, vulnerability tests, phishing simulations, and regular training sessions. This topic, which forms an integral part of the Human Resources, Legal, IT, and Compliance departments, also involves awareness-raising campaigns and machine learning-based solutions. There were no registrations of either violations of privacy or data leaks during the reported period.

# Risk management

The management of risks is conducted in line with a specific policy, based on the ISO 31000 and COSO 2017 norms, and is applicable to all areas of the company. The risks are identified, classified by nature and origin, evaluated in terms of their impact and likelihood, and monitored using the InterRisk system.

**Each risk is identified, categorized by nature and origin, and evaluated in terms of its impact and likelihood**



Antônio dos Anjos Gomes  
Industrial Lubricator

# Record harvest

Lins Agroindustrial ended the 2024/25 harvest year having processed the greatest volume of sugarcane in its history: 4,680,333 tons, thus consolidating a management model based on innovation, efficiency, and socio-environmental responsibility.

This performance is due to a number of structuring fronts, such as the *MEGA*, *Cana+* and *Excelência Operacional* (Operational Excellence) programs, focused on automotive maintenance, the agricultural operations, and industrial processes. Investments in image-based mapping, artificial intelligence-supported harvesting, and industrial automation have allowed the company to optimize the use of inputs, reduce fuel consumption, increase productivity, and make the operations more reliable.



319,040 tons  
of sugar produced in 2024/25

192,700  
m<sup>3</sup> of ethanol, in 2024/25

# Innovation and technology

Lins Agroindustrial is always open to new ideas, having created an environment of listening, exchange, learning, and the sharing of knowledge. The company has a well-established culture of innovation, focused on sustainability, encouraging the use of clean technologies and the ongoing improvement of processes to reduce environmental impacts, and generate social and economic value.

4.0 technology is used for precision farming, advanced mechanization, and the biological control of pests. Partnerships with research institutions and the monitoring of environmental indicators have made the production more efficient and sustainable. Environmental management software and Business Intelligence systems allow for ongoing adjustments and the rational use of natural resources.

## ***InovaUL***

Created in 2021, the *InovaUL* program encourages employees to take part in the development of solutions aimed at addressing operational and strategic challenges. Since then, more than 800 ideas have been received, of which around 300 projects have been implemented, resulting in gains in efficiency, a reduction in losses, and increased productivity.

## ***InovaWeek***

The Lins Agroindustrial Innovation and Technology Week, now in its third year, offers workshops, talks and challenges involving tools such as Power BI, Power Apps and Power Automate. The participants have found out more about artificial intelligence apps in the area of agribusiness, and developed solutions to challenges in the area of health and safety.

## ***ConectaUL***

This is a project that has implemented 4G connectivity into 93% of the region in which Lins Agroindustrial has operations, benefiting more than 2,300 employees and around 100,000 people in the local communities. The initiative allows agricultural equipment to be managed online, monitoring in real time, and the optimized use of resources. It also offers fast access to work instructions via QR Codes, providing updated information in compliance with internal norms.

# Economic sustainability

The company's financial management takes a conservative approach, involving a low level of indebtedness, reducing costs and increasing competitiveness in the sector. Over the last two years, Lins Agroindustrial has recorded significant cash generation and a high level of agricultural productivity, supported by favorable market prices on sugar and ethanol. Gains in efficiency have been achieved through the Excelência Operacional program, technologies such as irrigation, online monitoring and the use of co-products improve agricultural efficiency. The credit and market risks are managed by specific models and hedge strategies, which are overseen by an advisory committee and involve application of a decentralized budgetary process.



**BRL 1.32 billion**

in net revenue in the 2024/25 harvest year (+10.61%)\*

**BRL 665.2 million**

in EBITDA (+11.5%)\*

**BRL 828.8 million**

in distribution of added value (+32.6%)\*

\* In relation to the 2023/24 cycle.

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